

Who currently leads the business transformation effort under the Defense Business Transformation Agency (BTA)?

The Business Transformation Agency (BTA) is specifically responsible for successful definition and execution of DoD-wide business improvement initiatives and system investments. The Agency operates under the authority, direction and control of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)). Oversight for this agency is provided cooperatively by the [Deputy Under Secretary of Defense for Business Transformation \(DUSD\(BT\)\)](#) and the [Deputy Under Secretary of Defense for Financial Management \(DUSD\(FM\)\)](#). Until a permanent director is named, management and day-to-day direction is provided by the Acting Director, Mr. David M. Fisher.

There are seven directorates within the organization structure of the BTA. Who are the Directors/leaders for each of these directorates?

The directorate leadership team includes the position of Defense Business Systems Acquisition Executive (DBSAE), which is Major General Carlos Pair. Major General Pair is the Component Acquisition Executive (CAE) for DoD Enterprise-level programs and initiatives. Directors in the remaining offices of the BTA include: Enterprise Integration, led by Mr. David M. Fisher, Transformation Planning and Performance, led by Mr. Reggie Brown; Transformation Priorities and Requirements, led by Mr. David M. Fisher (interim); Investment Management, led by Mr. Paul Ketrick; Warfighter Support, led by Mr. Robert Love; and Agency Operations, led by Mr. Robert Cook. [Click here](#) to access leadership bios.

What are the roles and responsibilities of each of these offices?

Defense Business Systems Acquisition Executive (DBSAE)

The DBSAE and supporting staff are responsible for driving the successful implementation of DoD systems and initiatives in support of the Department's Business Transformation goals. The DBSAE develops, coordinates and integrates projects, programs, systems and initiatives that support DoD Enterprise-wide business capabilities.

Enterprise Integration

This organization is led by the Defense Enterprise Integration Executive (DEIE), and is responsible for supporting the integration of enterprise-level business capabilities such as Enterprise Resource Planning (ERP) systems, and how they should be implemented across complex organizational boundaries such as the Department of Defense (DoD) to support the joint warfighter.

Transformation Planning and Performance

This organization is responsible for maintaining and updating the DoD Business Enterprise Architecture (BEA) and corresponding Enterprise Transition Plan (ETP). Additionally, this organization includes the Milestone Assurance Team, which monitors the performance of Enterprise-level programs and initiatives, and the Enterprise Integration Office, which collaborates with the Components to ensure that standards and systems are rapidly adopted and integrated.

Transformation Priorities and Requirements

This organization is the primary link to the Principal Staff Assistants (functional business requirement owners) within the Office of the Secretary of Defense, as well as other DoD-level organizations including US Transportation Command, the Defense Logistics Agency, and the Defense Finance and Accounting Service. It ensures that the functional priorities and requirements of these client organizations are reflected in both the BEA and the ETP, and in the guidance for business system investment management.

Investment Management

This organization is responsible for supporting the execution of investment management processes established to oversee defense business systems investments across the department. This organization also leads efforts to streamline the existing process for acquisition and oversight of Major Automated Information Systems (MAIS) within the Defense Acquisition System.

Warfighter Support

This office identifies urgent Enterprise-level business issues directly impacting the warfighter, and works to resolve these issues via rapid systems capability and process improvements. This includes engaging with joint staff and Combatant Commands to identify and communicate theater requirements to the Agency. Additionally, this office will monitor theater business process and system improvement initiatives sponsored by the BTA, and will ensure their progress in accordance with BTA performance objectives.

Agency Operations

This organization provides the agency its personnel, pay, planning, budgeting, infrastructure and management activities. Agency Operations focuses on speed of execution, providing consistent measurable improvement. The functions of this division include administrative services, personnel and staffing, contracting, legal support, budget, facility and space management, information technology, security and training.

What recent appointments have been made which enhance leadership the defense business transformation effort? What are their responsibilities?

The DoD announced, via [memorandum](#), February 3, 2006, the appointment of two Assistant Deputy Under Secretary positions within the Office of Business Transformation.

Ms. Elizabeth McGrath was named the Assistant Deputy Under Secretary of Defense for Business Integration (ADUSD(BI)). Ms. McGrath serves in an advisory role on all issues regarding the establishment of the BTA and its relationship with the Principal Staff Assistants (PSAs) within the Office of the Secretary of Defense (OSD). She will work directly with PSA organizations within OSD to ensure that appropriate support relationships are established. The ADUSD (BI) directly establishes and oversees administrative support of the BTA, ensuring budgetary, contract and human resources management, and agency support functions using best industry and government practices.

Mr. Mark Krzysko was named the Assistant Deputy Under Secretary of Defense for Strategic Sourcing and Acquisition Processes (ADUSD(SS&AP)). Mr. Krzysko serves in an advisory role to AT&L on matters relating to acquisition and sourcing processes and initiatives across the Department of Defense. He will serve as the focal point linking the functional communities of DoD'S Business Mission Area for specific strategic initiatives. Responsibilities include the management of ongoing efforts within AT&L offices, working to ensure cohesive efforts, and engaging federal agencies to leverage, develop and implement strategies for sourcing and acquisition that connect appropriately with federal level initiatives. Mr. Krzysko will also support the Office of Management and Budget (OMB) and Office of Federal Procurement Policy (OFPP) as they establish federal direction for strategic sourcing.